An Urban Design Resource Center for Seattle

A Strategic Plan for a
Program and a Place for
Urban Design Education and Outreach

city design

URBAN DESIGN EDUCATION & OUTREACH IN SEATTLE

A STRATEGIC PLAN

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I. Intent

Much of the country is looking to Seattle as an example of the American city of the 21st century- an urban city with a very high quality of life, entrepreneurial attitudes, environmental sensitivity, and a strong base in high-technology. While Seattle has a number of organizations that address architecture, planning, and arts issues, there is a clear local need for a citywide focus on urban design and the design of the public realm. CityDesign is currently the only agency solely dedicated to addressing Seattle's urban design issues and challenges. As a City agency, building on strategic partnerships with other agencies and organizations, CityDesign plans to expand current education and outreach activities, forming an active urban design resource center for the City of Seattle.

The urban design resource center is envisioned as an important part of CityDesign's larger mission, "to shape the civic character of Seattle's built and natural environment by serving as a catalyst for design excellence in the public realm." The resource center, both real and virtual, will give an overall framework to current and future outreach and educational activities in which City staff, the design and development community, and the public can exchange ideas about design and engage in a rich program of activities.

CityDesign hired Berk and Associates as consultants to develop a Strategic Plan for its urban design resource center. The consultants conducted several stakeholder interviews, a series of three focus groups, discussions with CityDesign staff, and four meetings with a fifteen-member Advisory Panel. This Strategic Plan represents the conclusions developed through this work.

II. Setting the Context: CityDesign's Mission and Current Activities

CityDesign, an office within the Department of Design, Construction, and Land Use (DCLU), was established in 1999 to serve as Seattle's urban design office. Its mission, "to shape the civic character of Seattle's built and natural environment by serving as a catalyst for design excellence in the public realm," finds expression in a range of activities:

- **Strategic Urban Design Work.** Affecting the design of the public realm – the shared physical domain defined by both public and private actions — by developing a long-term urban design strategy, convening City agencies to coordinate efforts affecting the public realm, and facilitating and directly managing urban design projects;

- **Project Review.** Upholding standards of design excellence in project review through direct management of the Seattle Design Commission and the Seattle Light Rail Review Panel, and coordination with the Design Review Program; and

- **Design Education and Outreach.** Promoting an awareness and understanding of urban design among those who participate in shaping the urban environment by convening workshops, brokering conversations, and providing information resources.

Design education and outreach is integral to fulfilling the mission of CityDesign, both building on and supporting the strategic urban design work and project review activities.

CityDesign's Current Activities

STRATEGIC URBAN DESIGN WORK

- Open Space Strategy

- Stewarding "Green Streets" Program

- Neighborhood Design Workshops
  - Roosevelt Urban Design
  - Fifth Avenue NE (Northgate)
  - Potlatch Trail Concept Design and Workshop report

DESIGN EDUCATION AND OUTREACH

- CityDesign website
  - DesignFolio
  - Open Space Strategy
- Brown Bag lunches at DCLU
- Annual CityDesign Open House
- Center City Urban Design Forum (2000)
- Developer Summits
- Quarterly Exhibits
- Issue Papers
  - Street/Alley Vacations
  - Civic Center Program

PROJECT REVIEW

- Seattle Design Commission
  - Ongoing reviews
  - Handbook
  - Commendation Letters

- Design Review Program
  - Design Guidelines
  - Public Meetings

- Light Rail Review Panel
  - Ongoing Reviews
  - Handbook
  - Design Reports
  - Design Guidelines for Light Rail

As part of its **strategic urban design work**, CityDesign convenes City staff, developers, designers, and involved citizens to identify the best urban design solutions, building capacity and generating lessons learned in the process. Similarly, in its **project review activities,** CityDesign engages project proponents and other interested parties in a dialogue about how best to meet the needs of a project and its context. This includes guidance on developing, presenting, and evaluating projects to realize good urban design solutions.

Through these and other activities, CityDesign performs three key educational functions:

- **Capacity Building.** Enhancing people's ability to incorporate urban design considerations into their decisions by engaging them in activities that make these issues explicit and addressing them in the context of real projects;

- **Knowledge Creation.** Convening forums and work groups to identify lessons learned about how best to create positive urban design outcomes; and

- **Information Access.** Supporting effective project design, review, permitting and implementation by providing reference materials, tip sheets, and examples of good design.

All three of these educational functions are central to the effectiveness of CityDesign's work, and the broader process by which projects are built in Seattle.

III. Overview of Strategic Planning for an Education and Outreach Program

Since its creation in 1999, CityDesign has implemented a number of educational activities and has come to appreciate the centrality of education to its mission. The need for a more comprehensive approach to this important function also became apparent. In June 2001, CityDesign enlisted the support of a consultant (Berk & Associates) to assist in developing a strategic plan for urban design education and outreach. The strategic planning process encompassed several outreach elements:

- **Advisory Panel.** CityDesign convened an Advisory Panel to provide input to the strategic planning process. The panel, which included members of the Design Commission, senior managers in relevant City agencies, and representatives from the design and development communities, met four times during the project. Please see Attachment A for a list of panel members.

- **Stakeholder Interviews.** A series of stakeholder interviews were conducted to understand the agency's strengths and capacities, and to identify the activities which would best support organizations and communities in addressing urban design concerns. These interviews, conducted by telephone during August 2001, were designed to obtain input from current and former Design Commissioners, senior managers in City agencies and leaders in the urban design and developer communities.

- **Focus Groups.** Three focus group discussions were conducted during September 2001 to obtain input from staff at relevant City, County, and State agencies, members of the design and development communities, and representatives of arts and civic organizations.

- **Program Models.** Research was conducted to identify other urban design centers as models. These models provided ideas on types of activities and services as well as approaches to implementation. Please see Attachment B for a summary of program models examined.

- **CityDesign Staff Charettes.** Periodic meetings with CityDesign staff were conducted to further probe the assessment findings and discuss implementation issues. The staff provided a unique perspective given their involvement in current CityDesign activities. As those who will bear primary responsibility for implementing the Strategic Plan, their input was critical. The consultants met with the staff as a group on three occasions during the planning process.
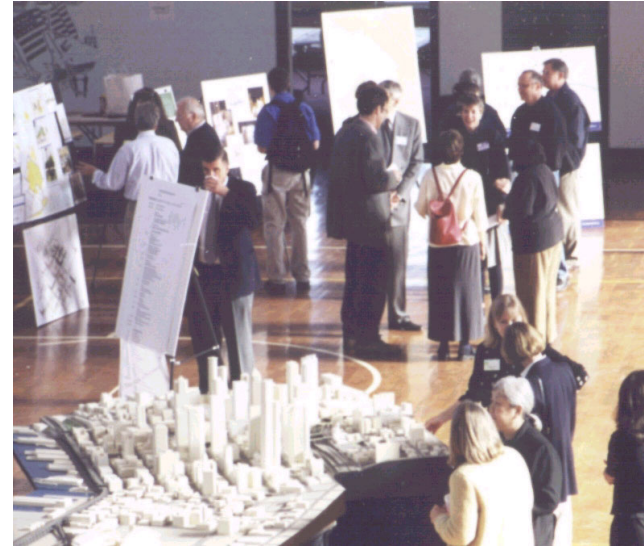
IV. Defining "Urban Design" and Its Importance to Seattle

The definition of urban design has long been debated among architects and planners. In Seattle, like many other cities, urban design has recently become the focus of renewed government attention. Recapturing the spirit of the City Beautiful movement in Chicago, L'Enfant's plan for Washington D.C. or Haussman's plan for Paris, or even beautiful Siena with design guidelines dating back to the 1700s, cities are seizing on the opportunity to reshape themselves through effective urban design. For the purposes of this project, urban design is considered both a product and a process:

- **A Product.** The Public Realm, is broadly defined as the spaces and places shared by all, generally open without restriction to the public at-large, and physically defined by public and private elements.

  Urban design happens everyday all around us, shaping our streets, our neighborhoods, our buildings, our City Center and ourselves. All interventions into the urban environment have consequences for the Public Realm, though they may produce results that are less than optimal.

- **A Process.** The process of being attentive to actions affecting the Public Realm, when making decisions about buildings, streets, parks, and open space, usually involves a broad range of disciplines and players.

"Having a place for CityDesign is about making the resource accessible – so it's used. It's about bringing people in and then encouraging them to go back out into the City – with new eyes."

-Advisory Panel member

The intentional design of a city goes beyond appearance to how people come together and move apart in the daily rhythms of city life. This important work to improve the cityscape requires conscious effort and dialogue about how to create more of what we value. Indeed, urban design done well strengthens the very fabric of our communities by allowing people to see, and then shape, the broader environment of which they are a part.
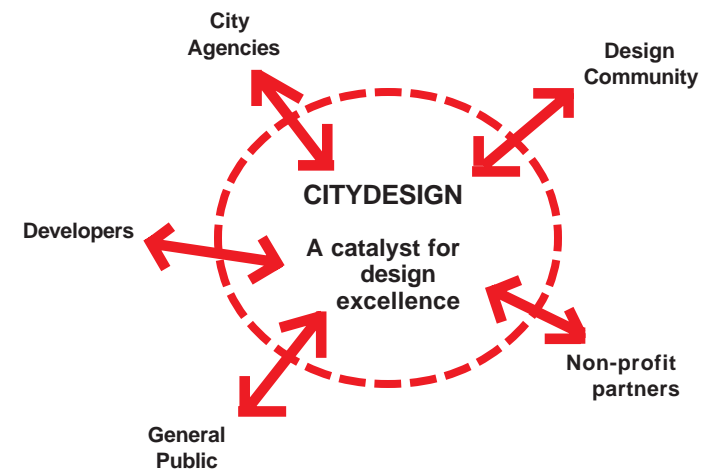
V. Urban Design Education is Important and Worthy of Investment

There is a clear local need for a City-wide agenda on urban design, which includes design education and outreach, forged and implemented through partnerships between the public and private sectors. CityDesign is currently the only entity dedicated exclusively to urban design, and more specifically, to addressing Seattle's urban design issues and challenges. But it is not the only one that influences the urban landscape. Urban design is interdisciplinary by nature and occurs at the intersection of the public and private sectors. Most of those who impact urban design come to the process with a particular focus, be it building, street, or public facility.

As the City of Seattle's urban design office, CityDesign focuses on the big picture, where all these elements come together, as well as on smaller-scale actions that affect the Public Realm. In doing so, CityDesign staff must work at the intersections between projects, brokering conversations among and between the people building projects and those regulating land and street use. This is a departure from past practice in Seattle, when urban design was pursued strictly via regulation. CityDesign's brokering work is an important complement to the regulatory tools that exist—neither gets the job done alone.

CityDesign's ability to serve as a catalyst for urban design excellence depends on the capacity of others to join them in the process of envisioning and attending to the Public Realm. All parties impacting the Public Realm need to appreciate the effect of their decisions on the broader environment and to understand how to incorporate urban design considerations into the process of making those decisions.

CityDesign and Its Partners

City Agencies

Design Community

Developers

CITYDESIGN

A catalyst for design excellence

Non-profit partners

General Public

The purpose of urban design education is to ensure that those who impact Seattle's urban environment are attentive to design consequences and that lessons are learned rather than lost in the process of shaping the City's landscape. Increasing Seattle's capacity to produce good urban design requires engaging several audiences in a collaborative process of learning:

- People who build, including private developers and public agencies;
- People who design, including architects and artists;
- People who provide oversight, whether in a regulatory or advisory capacity, including City staff at permitting agencies and members of relevant Boards and Commissions; and
- People who make decisions, or otherwise affect projects, including public officials and community representatives.

The broader public is also an important audience of urban design education. The way people experience their environment is a barometer of community health and provides important input to the design process. Increasing public awareness and appreciation for urban design will enable people to better articulate their needs and preferences, and to more fully participate in the process of shaping the neighborhoods in which they live and work.
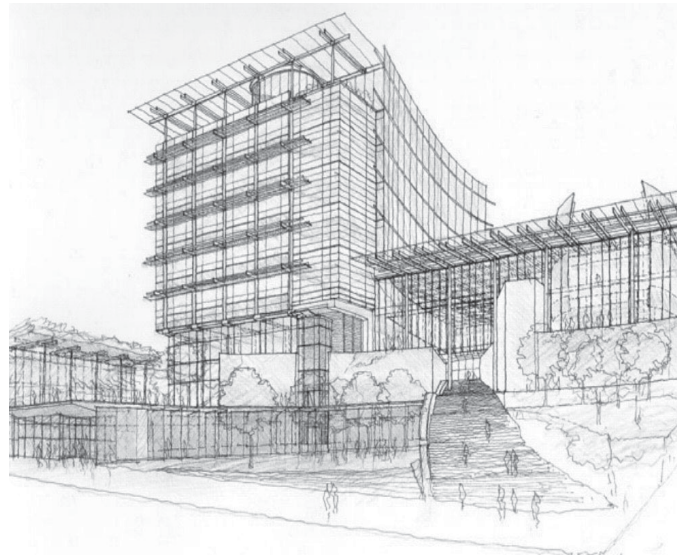
"The Plan needs to reach out broadly – make sure that developers, City staff and the neighborhoods are part of the audience."

-Advisory Panel member

VI. The Vision: A Program and a Place

The strategic planning process revealed consensus around the need and opportunity for a program and a place to address the urban design needs of the whole City. To realize this vision, CityDesign will implement an educational program, as described in the Recommended Strategic Plan (Section IX of this report), and establish a place that makes the work of urban design more visible and accessible.

The Program

The educational and outreach program will increase Seattle's capacity to produce good urban design and promote public awareness and appreciation of it. CityDesign's program will:

- **Actively engage** people in a dynamic process of seeing new possibilities and creating better public places as a result;

- **Reach out** and attracts a broader community of people to the world of urban design, opening up new perspectives on the City and its neighborhoods; and

- **Strengthen** our community fabric by engaging people directly in shaping their environment.

The Place

The nature of these activities requires a place where urban design work can be made visible and accessible. To support its purposes and program, this place should be:

- **Easily located and accessed** by a broad constituency, including visitors to Seattle;

- **Located in Downtown** and at street level;

- **Opening out** onto the City as a rich laboratory for learning about urban design;

- **Providing space** in which people can come together across agencies, professions, and communities; and

- **Offering a venue** in which to challenge people's imagination through visual and interactive exhibits and programs.

The City's new Civic Center, under construction and with currently unprogrammed space, represents an opportunity to showcase urban design and jump-start new education and outreach efforts. It is a fitting and timely site for this initiative.

VII.   How to Realize the Vision

To be effective, CityDesign's education and outreach program must feature several critical elements. The purpose of this initiative is not simply to promote a better understanding of urban design, but in the process, to produce a better Public Realm. This approach requires project oriented capacity building programs to catalyze knowledge creation, and a targeted information access effort.

- **Use real projects .** Educational initiatives should focus on real projects and be incorporated in all project-related work at CityDesign. This plan proposes to use current or completed projects to illustrate key design objectives and involve people in projects of direct concern to them. This allows for genuine dialogue about the impacts of design decisions and will yield improved projects in the future.

- **Build on experience.** CityDesign should hold workshops about effective urban design — what enables it, what impedes it - to engage participants in a process of learning about effective urban design. Because urban design occurs over time, as different projects are planned and built on different schedules and in different neighborhoods, there is a need to document lessons learned in the process and carry them forward.

- **Reach a Broad Audience.** CityDesign's educational program must reach the broad and diverse range of people who have interest in or impact Seattle's urban landscape. Educational initiatives should be targeted to reach the

broader Seattle public, implemented in conjunction with other City agencies and strategic partners through community-based activities, and through a program of public events.

"There is a real need to put forward urban design issues and topics, and to use that platform as a way of gaining appreciation for the options."

-Advisory Panel member

Partnerships

This Strategic Plan presents an ambitious agenda for a small agency. However, by its nature, good urban design represents a collaboration among public and private sector entities. The same is true for CityDesign's education and outreach program; CityDesign will have direct responsibility for certain activities, but will also work collaboratively with other organizations to accomplish the Plan's goals.

The strategic planning process identified a range of potential partnership opportunities. Some of these partnerships will be with other City agencies, building on current joint projects and capacity-building initiatives. Others will be with non-profit civic and arts organizations that offer potential venues for educational activities (e.g. tours, exhibits, lecture series), and educational institutions with complementary missions and activities. Certain partnerships could be forged to jointly program the new space envisioned in this Plan. Others will ensure a broad range of program offerings.

Phased Implementation

CityDesign will take an incremental approach to program implementation, initially expanding on current efforts and moving into new arenas as its resources, capacity and partnerships allow. The recommended Action Strategies are organized into two phases, an initial two-year effort (2002 – 2003), and a second phase (2004 – 2006). An important component of Phase II implementation will be to assess the effectiveness of Phase I efforts and incorporate lessons learned into the future design of program activities. CityDesign's comprehensive five-year Implementation Plan is shown in detail in Section X.

VIII. Screening Criteria

To establish goals, strategies, and recommended actions for the Strategic Plan, five screening criteria were developed.

1. **Meets Identified Local Need – Fills a Gap in Existing Resources.** Stakeholder interviews, focus groups and Advisory Panel discussions revealed several key needs and resource gaps in Seattle's urban design programs and activities. These were used to assess the range of potential activities identified in the strategic planning process.

2. **Provides Cost-Effective and Value-Added Services and Resources.** Strategies and recommended actions were assessed based on the relative level of resources required – financial and administrative – and their expected impact on the various Citywide audiences identified.

3. **Builds on Existing Urban Design Work.** CityDesign is a new agency with many accomplishments, numerous strengths and much work underway. Most of CityDesign's work can be strategically extended to more fully meet the design education and outreach needs identified.

4. **Undertakes Activities Appropriate for a City Agency.** There is a broader universe of related activities that are the purview of the private and non-profit sectors. CityDesign's role as a government agency is to focus on building capacity within City government and promoting a better Public Realm.

5. **Leverages and Takes Advantage of Potential Partnership and/or Unique Timing Opportunities.** CityDesign can leverage its educational and outreach services by taking advantage of opportunities with other organizations, including City departments, design-related non-profits, and foundations with educational and outreach missions. A number of these opportunities were identified in the development of the Plan and more could emerge in the course of Phase I Implementation.

IX.   Recommended Strategic Plan

The Strategic Plan is organized around three goals to realize the vision of an urban design resource center.

These goals are ambitious, so the strategies will be pursued in phases over several years. An assessment of priorities and resources was made and the Implementation Plan outlined in Section X shows the recommended phases in more detail.

***Goal #1:* Increase Seattle's Capacity to Produce Good Urban Design**

STRATEGIES to enhance the ability of those who directly impact the built and physical environment – City staff in relevant agencies, members of relevant Boards and Commissions, Community Councils and neighborhood groups, public officials, and developers — to incorporate urban design considerations into their decision-making.

> *ACTIONS include Urban Design at Work, a presentation and project demonstration package; website enhancements; forums, speaker program ; awards; strategic use of media; and Urban Designer in Residence program.*

***Goal #2:* Increase Public Awareness and Appreciation of Urban Design through Partnerships with Civic, Educational, and Arts Organizations**

STRATEGIES to be accomplished primarily through partnerships with complementary organizations, to build on related and existing programs by incorporating urban design content.

> *ACTIONS include public events such as tours, traveling exhibits and a speaker program; urban design in schools; urban design for engineers; and case studies.*

***Goal #3:* Establish a Place that Makes Urban Design Work Visible and Accessible**

STRATEGIES to create A Place to showcase projects and convene community discussions. The Place should be downtown, ideally within the City's Civic Center, at street level — so it is accessible to a broad constituency — and open out onto the City as a rich laboratory for learning about urban design.

> *ACTIONS include space and exhibitry planning; expanded exhibits; and a library.*

The pages which follow delineate the Recommended Strategic Plan based on these goals.

Goal #1: Increase Seattle's Capacity to Produce Good Urban Design

Strategy #1: Develop Resource Materials to Support Capacity-Building Efforts

- **"Urban Design @ Work."** Develop a presentation and project demonstration package (e.g. PowerPoint presentation, visual examples, exercises) that conveys the elements of good urban design, facilitates application to actual projects, and explains roles and responsibilities of CityDesign. Update as needed to respond to user needs and new initiatives.

- **Website Enhancements.** Increase urban design content available on existing CityDesign website, featuring examples of "good urban design" in Seattle and elsewhere, including links to relevant sites. Develop web-based survey instrument to track public perceptions on urban design issues. Work with partners to develop better opportunities for dialogue and interaction about urban design on the web.

> **Underway:** Website content includes Center City Open Space Strategy; "Potlatch Trail" Concept Plan; Street/Alley Vacations Issue Paper; Design Commission Handbook; Design Folio.

Strategy #2: Build Capacity Among Public Agency Staff

- **Target Audience.** Focus of Phase I efforts will be on DCLU and Seattle Transportation staff responsible for land and street use permitting processes. Discuss and plan for implementation in other City agencies including: Parks & Recreation; Public Utilities; Facilities; and Seattle Center. Focus of Phase II efforts will be on outside public agencies including: Port of Seattle and Washington State Department of Transportation.

- **Present "Urban Design @ Work."** Tailor presentation to the needs, objectives, and current projects of target audiences.

- **Facilitate Brown Bag Lunch Series.** Use regularly scheduled brown bag lunches to discuss how to incorporate urban design considerations into programs and projects. Expand to include staff from other agencies.

> **Underway:** DCLU Brown Bag Lunch Series.

- **Urban Designer in Residence - Part I.** Formalize existing relationships to provide a CityDesign liaison for agencies with urban design impacts. **Part II.** Establish a program that would fund and place an urban designer in agencies that impact urban design.

- **Speaker Program.** Host out of town speakers, as opportunities arise.

> **Completed:** Hosted urban designer/ transportation planner, Ben Hamilton-Baille, in June 2001.

Goal #1: Increase Seattle's Capacity to Produce Good Urban Design

Strategy #3: Strengthening Ties with Other Members of Relevant Boards and Commissions

- **Present "Urban Design @ Work."** Adapt presentation and incorporate into broader session relating to the work of other Boards and Commissions.

  > **Completed:** Preliminary discussion with Commission/Board staff in Mayor's office.

- **Collaborating.** Collaborate and coordinate with the Boards and Commissions engaged in design-related work.

  > **Underway:** Quarterly meetings of the Alliance of Commissions.

Strategy #4: Provide Outreach and Assistance to Neighborhoods

- **Present "Urban Design @ Work."** Adapt presentation and project demonstrations to include neighborhood-specific content and relate to projects of neighborhood interest.

- **Partnership with Department of Neighborhood (DON) Staff.** Work with DON staff on an outreach strategy to engage neighborhood groups around issues of urban design, using projects of current neighborhood interest.

  > **Completed:** Design Workshop on DON Service Centers, 2000.

- Convene discussion with DON staff to identify priority projects beyond Downtown.

  > **Underway:** Strategic urban design work, including Open Space Strategy and urban design support to Northgate, First Hill, South Lake Union and Roosevelt neighborhood design workshops.

Goal #1: Increase Seattle's Capacity to Produce Good Urban Design

Strategy #5: Inform Public Officials and Their Staff about Urban Design

- **Present "Urban Design @ Work."** Adapt presentation and project demonstrations to highlight the role of City government in addressing urban design needs of the whole City.

  > **Underway:** Alliance of Commissions annual department workshops and presentations.

- **Urban Design Tour.** Work with other City agencies to develop a tour that showcases urban design issues and initiatives.

Strategy #6: Engage Developers in the Process of Urban Design

- **Present "Urban Design @ Work."** Adapt presentation for use with developers and design community.

- **Convene Forums.** Facilitate project-specific forums to engage developers and the design community around issues of urban design

  > **Underway:** Twice yearly "Developer Summits."

- **Awards.** Develop an awards program, co-sponsored with partners, to recognize and showcase good urban design in Seattle. Identify possible themes, platforms , program, and audience, including City agencies.

  > **Completed:** 2001 Design Commission Commendation Letters.
  >
  > **Possible Partnerships:** Discuss possible co-sponsorship with the AIA Seattle.

Goal #2: **Increase public awareness and appreciation of urban design through partnerships with civic, education, and arts organizations**

| Strategy #1: Provide the Public with Examples of Good Urban Design | Strategy #2: Introduce Key Urban Design Concepts to Students of Various Ages |

- **Urban Design Tour.** Begin work to incorporate urban design content into existing architectural tours. Develop a self-guided urban design tour of Seattle.

  > **Possible Partnerships:** Seattle Architectural Foundation; Historic Seattle.

- **Traveling Exhibits.** Explore the use of branch libraries or other community venues for exhibits. Continue traveling or satellite exhibits, developing shows that relate to the main exhibit.

  Possible Partnerships: Seattle Architectural Foundation.

  > **Completed:** Exhibits include CityDesign Urban Design Strategy; DCLU Housing Demonstration Program; Potlatch Trail Concept Design; Street and Alley Vacations; Open Space Strategy.

- **Lecture Series, Forums, Other Public Events.** Coordinate with other organizations to conduct public events that address timely urban design issues.

  > **Possible Partnerships:** City Club; Allied Arts, Historic Seattle.

- **Media.** Explore media (e.g. popular press, TVSeattle) as venue for reaching broader public regarding urban design issues and results.

  > **Completed/Underway:** Collaborated with Arcade Journal on issue devoted to "On the Public and Private Realms; print media coverage of CityDesign's work.

- **Urban Design in Schools.** Identify existing programs that feature architecture for elementary and high school students and begin discussions with sponsoring organizations about incorporating urban design content. Develop pilot project with partners.

  > **Possible Partnerships.** Seattle Architectural Foundation (City Walks for Kids); Center for Environment, Education, and Design Studies (University of Washington, College of Architecture).
  >
  > **Underway/ Completed:** Co-taught classes at UW on street design (2001) and Center City Open Space Strategy(2002). Participated in studio class critiques at the College of Architecture. Host up to three UW student interns annually.

- **Urban Design for Engineers.** Develop a design course for engineering students and City and State (WSDOT) engineers.

  > **Possible Partnership.** University of Washington Colleges of Architecture and Engineering.

Goal #2: Increase public awareness and appreciation of urban design through partnerships with civic, education, and arts organizations

Strategy #3: Sponsor Programs That Use the City as a Rich Laboratory for Learning about Urban Design

- **Case Studies on Urban Design -** Part I: Use current transportation plans to focus attention on urban design opportunities of major transportation investments. Part II: Develop other case study topics that capitalize on practical examples in Seattle.

  > **Underway:** Work sessions on Monorail and special review sessions on Viaduct Replacement project; work of Light Rail Review Panel.

- **Workshops and Tours.** Capitalize and expand upon strategic urban design work to make the work both visible and accessible. Collaborate with other organizations on workshops and tours that focus on Seattle as a learning laboratory.

  > **Underway:** Strategic urban design work, including Center City Open Space Strategy; Northgate/5th Avenue; Roosevelt and 65th Street Northeast.

- **Exhibits.** Develop rotating (seasonally or quarterly) exhibit program on a range of urban design issues

  > **Underway:** Recent exhibits on "Potlatch Trail" Concept Plan and "Street and Alley Vacations - The Influence of the Grid."

- **Issue Papers.** Explore urban design issues in succinct and focused research papers.

  > **Completed:** Recommendations for Civic Center Programming (Jan. 2001) and Street and Alley Vacations (July, 2001).

Goal #3: Establish a Place That Makes Urban Design Work Visible and Accessible

■ **Initiate Planning for the Space.** Explore opportunities, options, and begin space planning. Finalize arrangements and occupy space by 2006.

> **Possible Partnerships.** Convene discussions about sharing and/or jointly prgramming space with other City or non-profit organizations, including the Seattle Arts Commission and the Sustainable Design Resource Center.

■ **Library.** Identify types of reference materials to acquire as part of the base collection. Identify urban design reference materials that exist elsewhere in Seattle and determine level of access.

> **Possible Partnerships.** University of Washington; Seattle Public Library.

■ **Exhibits.** Mount inaugural exhibit, in new space, coordinating with other educational/outreach activities to capitalize on themes.

RECOMMENDED STRATEGIC PLAN

X.   Implementing the Plan

The Plan encompasses five years, 2002-06, and CityDesign will implement its goals in 3 phases. This incremental approach will expand on current efforts. These phases have been determined by a simple assessment of CityDesign's priorities and resources. Expansion and movement into new arenas will take place as resources, capacity, and partnerships allow. Please see the table on the following pages.

In 2002 the focus will be on building and enhancing current education and outreach work, and exploring the range of partnership and funding opportunities suggested in the Plan. Key activities will be to:

- Incorporate education and outreach elements into strategic urban design work wherever possible;

- Develop the base content and materials for "Urban Design at Work" and other materials for outreach to various audiences;

- Explore and facilitate partnerships with City agencies and non-profit organizations;

- Begin to plan for a space for CityDesign's outreach and education work; and

- Develop a funding plan (in early 2002) to guide implementation of the Strategic Plan.

In 2003, the focus will be on modest expansions of existing programs and activities, including:

- Develop new case studies that treat the city as a laboratory;

- Identify and test audience for "Urban Design at Work;" and

- Establish Urban Designer in Residence program in a selected City department or agency.

In 2004-06 key activities will be:

- Development of new case studies and presentation materials as a basis for outreach to larger audiences;

- Broadening of the audiences for Urban Design @ Work, including regional and state agencies;

- Development of new traveling exhibits (with partner support);

- Development of a pilot project for schools (with partner support);

- Programming the new Place for CityDesign Education and Outreach (potentially with partners); and

- Expansion of the Urban Designer in Residence Program to other City agencies.

The table "Implemention Plan" on the following pages delineates the phasing of implementation activities in more detail. Partnerships are central to many of these activities and the list of potential partners on pages 20-21 is preliminary. We welcome interest from a variety of partners.

Development of a Funding Plan
A priority action for CityDesign early in 2002 will be development of a funding plan for implementation of the goals and action strategies in this document. The funding plan will identify additional resources CityDesign may need for Plan implementation, as well as financial contributions from non-City entities.

Potential Partners for Urban Design Education and Outreach Initiatives

Goal	Strategy	Activity	Potential Partners
#1	**Strategy #1:** Develop resource materials to support capacity building	Presentation Pkg Web site	City Departments and University of Washington
#1	**Strategy #2:** Build Capacity Among City Staff	Brown Bag Series UD in Residence Speaker Program	City Departments
#1	**Strategy #3:** Build Capacity Among Members of Relevant Boards & Commissions	Training Workshops	Alliance of Commissions; Commission/ Board Staff in Mayor's Office;
#1	**Strategy #4:** Provide Outreach & Assistance to Neighborhoods	Outreach	Department of Neighborhoods
#1	**Strategy #5:** Inform Public Officials & Their Staff about Urban Design	Tours	Strategic Planning Office; Mayor's Office; City Council; other public agencies (Port of Seattle, WSDOT
#1	**Strategy #6:** Engage Developers in the Urban Design Process	Awards Developer's Summit	AIA Seattle; Development Community
#2	**Strategy #1:** Provide the Public with Examples of Good Urban Design	Tours	Seattle Architectural Foundation; Historic Seattle
#2	**Strategy #1:** Provide the Public with Examples of Good Urban Design	Exhibits	Seattle Architectural Foundation; Seattle Public Libraries; AIA
#2	**Strategy #1:** Provide the Public with Examples of Good Urban Design	Public Events	City Club; Allied Arts; local media
#2	**Strategy #2:** Introduce Urban Design Concepts to Students – in Schools	Urban Design	Seattle Architectural Foundation; Center for Environment, Education, and Design Studies (CEEDS, UW College of Architecture)

Goal	Strategy	Activity	Potential Partners
#2	**Strategy #2:** Introduce Urban Design Concepts to College Students	Urban Design for Engineers UD related class	University of Washington College of Engineering College of Architecture, Landscape Architecture, and Urban Planning
#2	**Strategy #3:** Monitor Urban Design Pulse of Seattle	Issue Papers Web-based survey	City Departments (Department of Neighborhoods)
#2	**Strategy #4:** Sponsor Programs that use city as Laboratory for Learning about Urban Design	Case Studies Workshops and Tours	Civic Project Teams
#3	**Strategy #1:** Secure Street Level Space within City's Civic Center to Provide Access to Design	Space Planning Space Program	City Agencies (Seattle Arts Commission, Sustainable Design Resource Center), Non-profit organizations
#3	**Strategy #2:** Challenge People's Imagination with Visual Displays and Resources	Library Exhibits	University of Washington, Seattle Public Libraries

XI. Conclusion

"CityDesign should promote the idea that when you build in an urban environment, you are doing urban design."

-Focus group participant

Urban design is about more than aesthetics. The shape of our urban environment influences how we live together in our communities on a daily basis. That environment is shaped by the actions of numerous public and private interests and organizations. To ensure that the result is a vital and livable City, all parties to that process must be attentive to the consequences of their actions.

This strategic planning project revealed a clear local need for a more comprehensive approach to the goal of increasing Seattle's capacity to produce good urban design, and in the process, a better Public Realm. The strategic plan describes the means by which these needs can be fulfilled, through an identification of specific goals, strategies, and actions. The implementation of CityDesign's expanded education and outreach strategic plan should include a Program, a Place, and many vibrant partnerships. CityDesign, through these partnerships, will provide an opportunity to further this viable exchange by establishing an active urban design resource center for the City of Seattle.

CityDesign welcomes input and ideas from others and interested parties through these implementation efforts. Please contact CityDesign, (206) 615-1349, if you are interested in CityDesign's urban design education and outreach efforts.

Attachment A: Urban Design Resource Center Advisory Panel

Susan Boyle	Seattle Architectural Foundation
John Eskelin	Department of Neighborhoods
Tony Gale	Department of Fleets and Facilities
Alexandra Harris	Seattle Public Library
Philip Klinkon	AIA Seattle – Urban Design Committee
Rick Krochalis	Department of Design, Construction, and Land Use
Linda Knudsen	Seattle Arts Commission
Bruce Lorig	Lorig & Associates
Vince Lyons	Department of Design, Construction, and Land Use
Dennis Meier	Strategic Planning office
George Rolfe	University of Washington
Eric Schmidt	AIA Seattle – Urban Design Committee
Noel Schoneman	Seattle Transportation
John Skelton	Department of Design, Construction, and Land Use
David Spiker	Seattle Design Commission
Sharon Sutton	Seattle Design Commission
Trang Tu	Mayor's Office
Kelly Walker	Arcade Journal

CityDesign Staff

Layne Cubell

John Rahaim

Sally MacGregor

Attachment B: Summary of Program Models

	Location				Affiliation			Services Offered									Website			Funding		
	Local	Regional/West Coast	National	International	Government Affiliation	University Affiliation	Non-profit	Physical location	Lectures	Exhibitions	Wkshops/Class/Forum	Charrettes	Awards/Competitions	Publication/Newsletter	Family Activities	Tours	Extensive	Resource links	Bibliography	Benefactors/Members	Government Funding	Grants frm organizations
AIA Seattle, Seattle, WA	X						X	X	X	X	X		X			X	X	X		X		
Historic Seattle, Seattle, WA	X						X		X	X						X	X			X		
Lighting Design Lab, Seattle	X				X	X		X			X			X		X						
Seattle Architectural Foundation	X						X				X	X		X	X	X				X		X
Seattle Arts Commiss Arts Resource Network	X				X			X			X					X	X					
The Architectural League of New York, NYC			X				X		X	X			X	X		X	X			X		X
American Center for Design, Chicago, IL			X				X		X		X			X								X
Canadian Centre for Architecture, Montreal				X			X	X	X	X	X	X		X	X	X				X		
Center for Livable Communities, California		X			X		X				X		X	X								
Center for Urban Studies- Portland, OR		X				X		X			X			X								
Center for Understanding Built Environment, KS			X				X				X			X	X							
City Design Center, Chicago, IL			X			X		X	X	X	X	X					X				X	X
City Exhibition Space, Sydney, Australia				X	X			X	X	X				X	X		X	X				
Cityscape Institute, New York, New York			X				X		X					X				X	X			
Civic Design Center- Nashville, TN			X			X		X														
Cooper Hewitt Design Museum			X		X		X	X	X	X	X		X		X		X			X		
Design Center for American Urban Landscape, MN			X			X					X	X					X				X	X
Design Institute, UMN			X			X			X	X	X		X	X	X					X		
Design Trust for Public Space, New York, NY			X				X	X	X				X	X								
D.town Planning & Design Cntr, Chattanooga, TN			X		X	X	X	X		X			X								X	X
L.A. Forum for Architecture and U. Design		X							X	X			X	X			X	X				X
New Town Macon Urban Design Center			X		X		X															
Resource for Urban Design Info. U.K. (R.U.D.I.)				X	X	X											X	X	X			
South Bend Community Design Center, IN			X		X	X		X		X		X										X
Tulane Regional Urban Design Center, LA			X			X							X	X								
Urban Design Center of Northeast Ohio			X			X		X	X		X			X			X	X				
Urban Design Studio, Scottsdale, Arizona			X		X			X	X	X			X	X	X							
Urban Parks Institute, New York, NY			X				X				X		X	X								
Urban Places Project, Massachusetts			X			X							X	X								
Village At, Laguna Beach, CA		X					X				X						X			X	X	
Van Alen Institute, New York, New York			X				X	X	X	X	X		X		X		X			X		
Walkable Communities, Inc. FL			X				X	X			X			X			X	X	X			

Note: Lack of X does not ultimately mean that this is not provided, it could also mean that the resources did not provide this information.